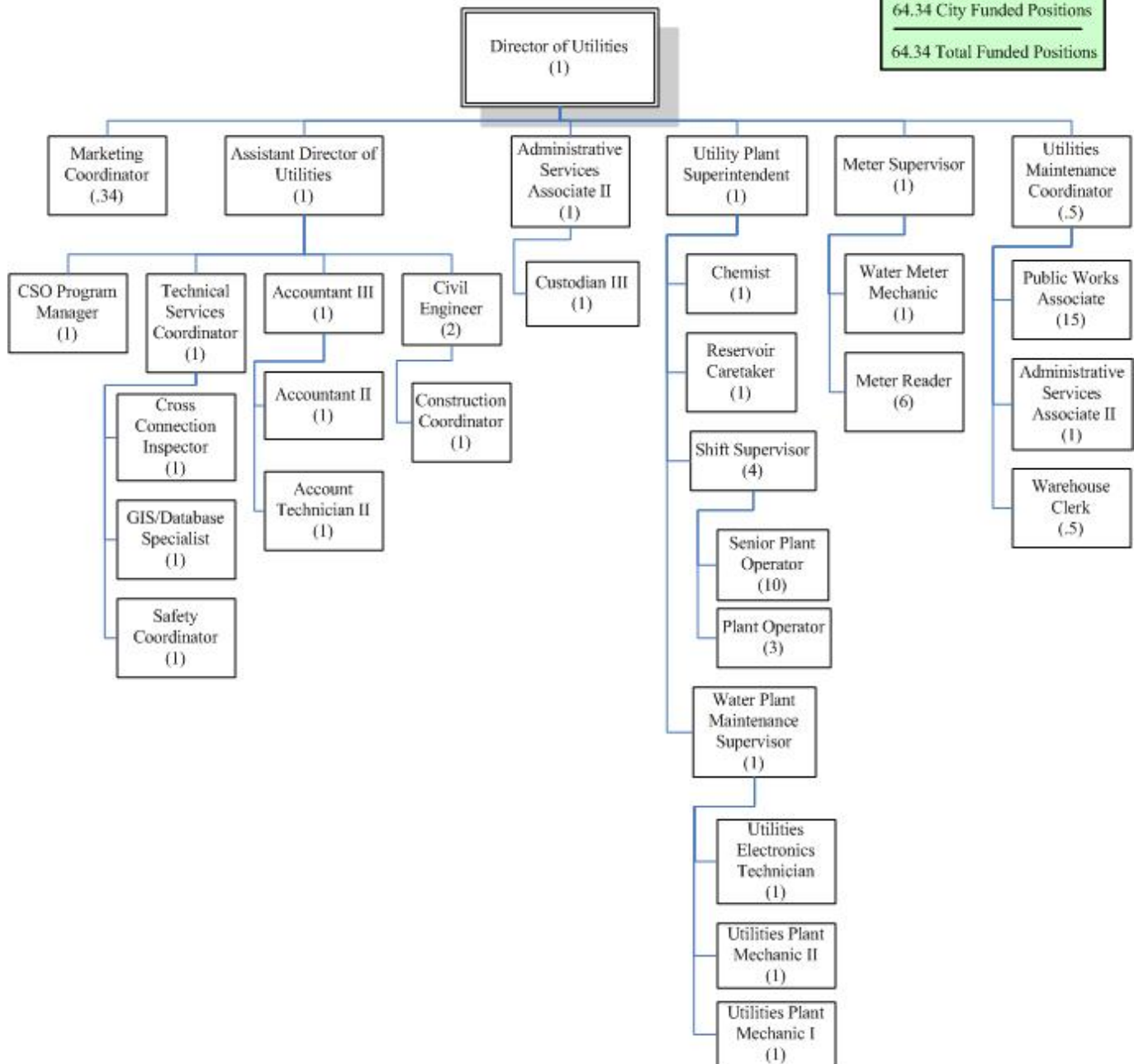


**PUBLIC WORKS DEPARTMENT - UTILITIES DIVISION
WATER FUND****POSITION SUMMARY**

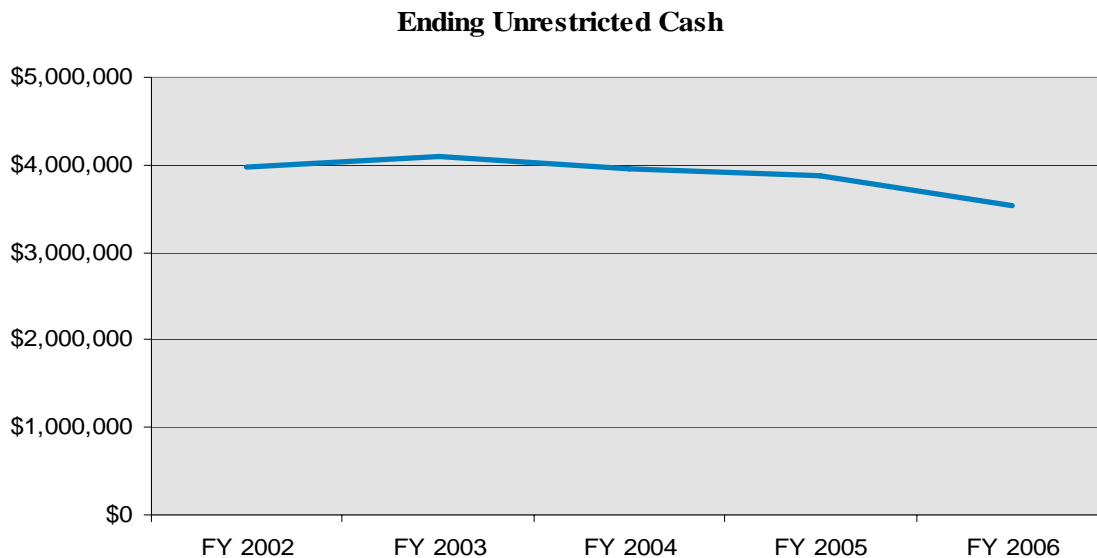
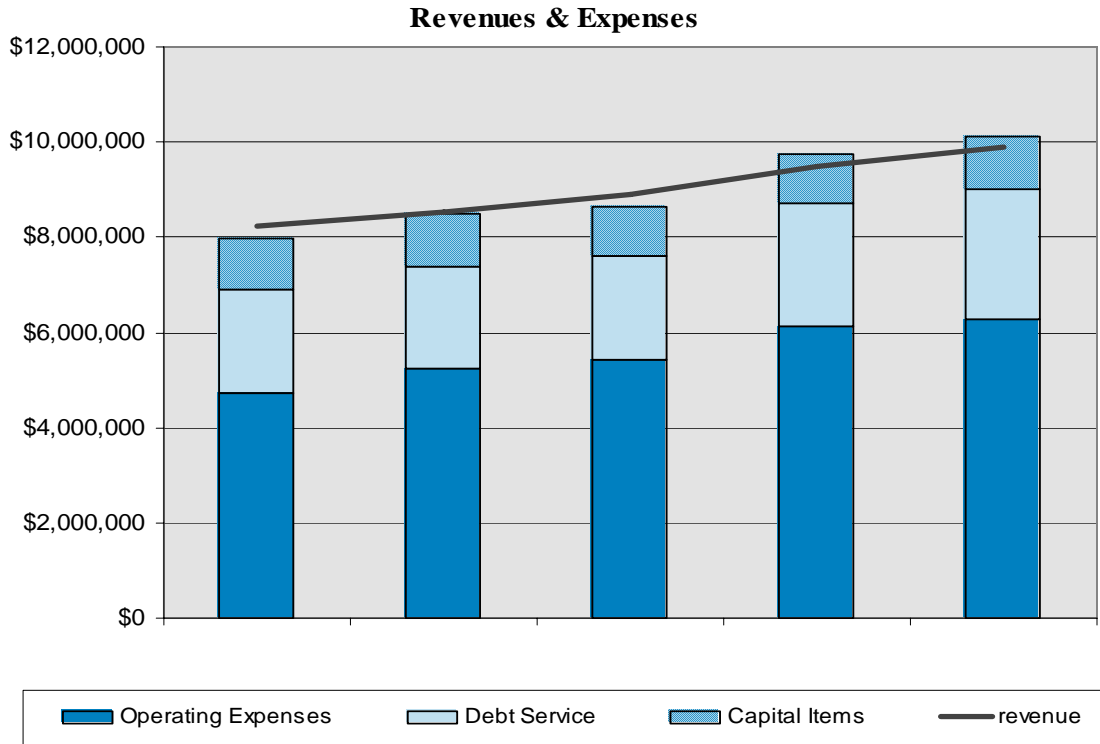
64.34 City Funded Positions

64.34 Total Funded Positions



**Water Fund Description**

Lynchburg has one of the nation's oldest public water systems. Today, the system is managed by the Public Works Department and furnishes safe drinking water to 65,300 City residents and businesses. It also delivers water to Amherst, Bedford and Campbell Counties under wholesale contract agreements. Lynchburg's raw water comes from the Pedlar Reservoir, a protected watershed in the George Washington National Forest and from the James River. The system can deliver up to 26 million gallons of water a day from two water treatment plants. Total treated water storage capacity is approximately 33 million gallons. Water is delivered through a 450-mile network of transmission and distribution lines, 12 water storage tanks and 7 major pump stations.



**Water Fund Debt Coverage**

	Actual FY 2004	Adopted FY 2005	Department Requested FY 2006	Manager's Proposed FY 2006	Adopted FY 2006
DEBT COVERAGE					
Revenues:					
Charges for Services	\$6,825,746	\$7,335,805	\$7,567,268	\$7,567,268	\$7,567,268
Water Contracts	1,978,273	2,202,428	2,224,501	2,224,501	2,224,501
Interest & Other	77,313	124,080	92,500	92,500	92,500
	<u>\$8,881,332</u>	<u>\$9,662,313</u>	<u>\$9,884,269</u>	<u>\$9,884,269</u>	<u>\$9,884,269</u>
Expenses:					
Water treatment	\$1,842,538	\$2,193,579	\$2,181,536	\$2,162,536	\$2,163,976
Water line maintenance	1,021,981	1,190,900	1,153,958	1,153,958	1,160,033
Meter Reading	550,112	554,920	428,285	428,285	431,435
Administration/engineering	1,871,063	1,986,843	2,222,145	2,222,145	2,222,955
Non-Departmental	244,163	207,249	303,185	303,185	303,185
Capital Projects costs charged to operations	142,835	0	0	0	0
	<u>\$5,672,692</u>	<u>\$6,133,491</u>	<u>\$6,289,109</u>	<u>\$6,270,109</u>	<u>\$6,281,584</u>
Operating Income	<u>\$3,208,640</u>	<u>\$3,528,822</u>	<u>\$3,595,160</u>	<u>\$3,614,160</u>	<u>\$3,602,685</u>
Debt Service	<u>\$2,183,822</u>	<u>\$2,701,954</u>	<u>\$2,704,680</u>	<u>\$2,639,621</u>	<u>\$2,639,621</u>
Net Revenue	<u>\$1,024,818</u>	<u>\$826,868</u>	<u>\$890,480</u>	<u>\$974,539</u>	<u>\$963,064</u>
Debt Coverage Ratio Target	1.20	1.20	1.20	1.20	1.20
Debt Coverage Ratio	1.47	1.31	1.33	1.37	1.37

**Water Fund Sources and Uses of Cash**

	Actual FY 2004	Adopted FY 2005	Department Requested FY 2006	Manager's Proposed FY 2006	Adopted FY 2006
SOURCES AND USES OF CASH					
Sources of Cash:					
Beginning cash balance	\$6,369,048	\$6,984,537	\$7,449,811	\$7,449,811	\$7,449,811
Net Revenue	1,024,818	826,868	890,480	974,539	963,064
Bond proceeds	4,015,000	5,000,000	4,200,000	4,200,000	4,200,000
	<u>\$11,408,866</u>	<u>\$12,811,405</u>	<u>\$12,540,291</u>	<u>\$12,624,350</u>	<u>\$12,612,875</u>
Uses of Cash					
Capital purchases	\$3,324,002	\$7,515,515	\$6,425,333	\$6,425,333	\$6,425,333
Repayment of line of credit borrowings	0	0	0	0	0
Transfers to other funds, net	34,956	164,000	112,000	112,000	112,000
Proceeds from other organizations	23,517	0	0	0	0
Change in working capital items	(915,449)	51,000	50,000	50,000	50,000
	<u>\$2,467,026</u>	<u>\$7,730,515</u>	<u>\$6,587,333</u>	<u>\$6,587,333</u>	<u>\$6,587,333</u>
Ending cash	\$8,941,840	\$5,080,890	\$5,952,958	\$6,037,017	\$6,025,542
Less restricted amounts for:					
Customer deposits	(286,867)	(360,063)	(296,867)	(296,867)	(296,867)
Capital projects	(4,703,579)	(1,043,153)	(2,062,672)	(2,062,672)	(2,062,672)
Ending unrestricted cash	\$3,951,394	\$3,677,674	\$3,593,419	\$3,677,478	\$3,666,003
Operating expenses and debt service	\$7,856,514	\$8,835,445	\$8,993,789	\$8,909,730	\$8,921,205
Unrestricted cash target as a % of operating expenses and debt service	40%	40%	40%	40%	40%
Unrestricted cash as a % of operating expenses and debt service	50%	42%	40%	41%	41%

This Statement of Sources and Uses of Cash has been added to the Budget in order to more closely align the budget presentation to the requirements of GASB 34 and provide additional information concerning the cash flows in the operating and capital funds.

**Water Fund**

	Actual FY 2004	Adopted FY 2005	Department Requested FY 2006	Manager's Proposed FY 2006	Adoted FY 2006
REVENUE SUMMARY					
Charges for Services:					
Water Sales	\$5,002,411	\$5,512,500	\$5,642,000	\$5,642,000	\$5,642,020
Meter Charges	549,907	537,119	554,347	554,347	554,347
Sewer Fund Charges	500,000	510,000	600,000	600,000	600,000
General Fund Hydrant Charges	312,171	318,414	324,783	324,783	324,783
Availability Fees	78,833	90,000	90,000	90,000	90,000
Connection Fees	91,466	79,860	87,846	87,846	87,846
Cut-on/off Charges	92,166	125,000	100,000	100,000	100,000
Delinquent Account Fees	71,232	60,000	60,000	60,000	60,000
Fire protection Fees	71,770	52,711	54,292	54,292	54,292
Water Cost Plus	45,742	41,200	45,000	45,000	45,000
All Others	10,047	9,000	9,000	9,000	9,000
	<u>\$6,825,746</u>	<u>\$7,335,805</u>	<u>\$7,567,268</u>	<u>\$7,567,268</u>	<u>\$7,567,268</u>
Water Contracts:					
Amherst	126,540	128,786	136,284	136,284	136,284
Bedford	948,588	1,125,738	1,125,738	1,125,738	1,125,738
Campbell	358,403	400,400	454,279	454,279	454,279
Industrial	544,742	547,504	508,200	508,200	508,200
	<u>\$1,978,273</u>	<u>\$2,202,428</u>	<u>\$2,224,501</u>	<u>\$2,224,501</u>	<u>\$2,224,501</u>
Interest & Other:					
Interest	57,640	116,580	85,000	85,000	85,000
All Other	19,673	7,500	7,500	7,500	7,500
	<u>\$77,313</u>	<u>\$124,080</u>	<u>\$92,500</u>	<u>\$92,500</u>	<u>\$92,500</u>
Total Revenues	<u>\$8,881,332</u>	<u>\$9,662,313</u>	<u>\$9,884,269</u>	<u>\$9,884,269</u>	<u>\$9,884,269</u>

**Water Fund**

	Actual FY 2004	Adopted FY 2005	Department Requested FY 2006	Manager's Proposed FY 2006	Adopted FY 2006
EXPENDITURE SUMMARY					
Departmental:					
Personal Services	\$1,966,028	\$2,170,992	\$2,272,986	\$2,272,986	\$2,272,986
Employee Benefits	624,428	745,873	821,451	821,451	821,451
Supplies & Materials	467,946	502,000	448,300	448,300	448,300
Chemicals	117,250	275,200	235,000	235,000	235,000
Gas/Diesel Fuel	26,851	30,413	35,329	35,329	46,804
Internal Services Charges	65,488	77,525	82,722	82,722	82,722
Rentals & Leases	7,115	13,800	11,600	11,600	11,600
Communication charges	18,928	29,700	19,960	24,800	24,800
Utilities	344,954	394,800	384,840	380,000	380,000
Buildings & Grounds Maintenance	5,996	11,300	8,700	8,700	8,700
Contractual Services	527,590	490,085	423,966	404,966	404,966
Training & Meetings	23,315	29,400	32,000	32,000	32,000
Indirect Costs	927,849	987,031	1,032,765	1,032,765	1,032,765
Self - Insurance	109,807	116,873	125,705	125,705	125,705
Misc. Expenses	52,147	51,250	50,600	50,600	50,600
	\$5,285,695	\$5,926,242	\$5,985,924	\$5,966,924	\$5,978,399
Non-Departmental:					
Financial audit	\$22,607	\$28,132	\$28,000	\$28,000	\$28,000
Retirees health/WC insurance	178,476	90,184	107,860	107,860	107,860
Interest on customer deposits	4,436	7,000	7,000	7,000	7,000
Banking services	0	3,123	0	0	0
Utility billing upgrades	1,000	10,000	3,000	3,000	3,000
Compensation Plan Adjustments	0	57,810	86,325	86,325	86,325
Allowance for doubtful account	37,643	0	60,000	60,000	60,000
All Other	0	11,000	11,000	11,000	11,000
	\$244,163	\$207,249	\$303,185	\$303,185	\$303,185
Capital Purchases & Transfers:					
Transfer to Water Capital Fund	\$850,000	\$850,000	\$1,000,000	\$1,000,000	\$1,000,000
Transfer to City Fleet Fund	161,000	144,000	112,000	112,000	112,000
Capital purchases	-	20,000	20,000	20,000	20,000
	\$1,011,000	\$1,014,000	\$1,132,000	\$1,132,000	\$1,132,000
Debt Service:	\$2,183,822	\$2,701,954	\$2,704,680	\$2,639,621	\$2,639,621
Total Expenses	\$8,724,679	\$9,849,445	\$10,125,789	\$10,041,730	\$10,053,205



Public Works Utilities Division Water Fund – Administration. Leadership, management and administrative support are provided for water and wastewater functions, including the operation and maintenance of two water treatment plants and one wastewater treatment plant, a surface water reservoir on the Pedlar River, 33 million gallons of system storage, water distribution lines, storm water lines and basins, sanitary sewers, sewer separation projects, and meter reading. Functions include serving as governmental and regulatory liaison, providing engineering support, ensuring compliance with environmental regulations, financial and human resource management, safety coordination, technical services, and other administrative duties. Technical Services is responsible for the oversight of the Division's Backflow Program which was put into place in FY 2004 to help protect the City's water system from potential contamination from cross connections. Services for which oversight is provided are federally mandated by the Safe Drinking Water Act and the Clean Water Act. Oversight is provided by the Virginia Department of Health and The Virginia Department of Environmental Quality.

	Actual FY 2004	Adopted FY 2005	Department Requested FY 2006	Manager's Proposed FY 2006	Adopted FY 2006
POSITION SUMMARY					
Total FTE Positions	11.3	11.3	15.3	15.3	15.3
BUDGET SUMMARY					
<i>Salaries</i>	\$517,950	\$527,930	\$695,902	\$695,902	\$695,902
<i>Employee Benefits</i>	152,006	170,086	240,993	240,993	240,993
<i>Supplies and Materials</i>	23,862	28,150	29,195	29,195	29,195
<i>Gasoline/fuel</i>	1,666	2,118	2,473	2,473	3,283
<i>Internal service charges</i>	3,561	3,805	5,062	5,062	5,062
<i>Rentals & leases</i>	3,386	5,500	4,000	4,000	4,000
<i>Communication charges</i>	2,964	4,400	4,840	4,840	4,840
<i>Contractual services</i>	107,241	124,250	61,800	61,800	61,800
<i>Training & meetings</i>	10,157	9,200	14,000	14,000	14,000
<i>Indirect Costs</i>	927,849	987,031	1,032,765	1,032,765	1,032,765
<i>Self - Insurance</i>	109,807	116,873	125,705	125,705	125,705
<i>Miscellaneous</i>	10,615	7,500	5,410	5,410	5,410
TOTAL	\$1,871,063	\$1,986,843	\$2,222,145	\$2,222,145	\$2,222,955

***Water Fund – Administration Budget Description***

The Department Requested FY 2006 Public Works Utilities Division Water Fund – Administration budget of \$2,222,145 represents an 11.8% increase of \$235,302 as compared to the Adopted FY 2005 budget of \$1,986,843.

Significant changes introduced in the Department Requested FY 2006 budget include:

- \$244,337 increase in Salaries and Benefits reflecting the move of three Technical Services positions from Meter Reading and adding a new Construction Coordinator as well as FY 2005 compensation adjustments and increases in insurance premium.
- \$62,450 decrease in Contractual Services reflecting professional services provided by outside sources are being reduced and redistributed to in-house staff, such as annual rate study and engineering.
- \$1,612 increase in Internal Service charges reflecting rising cost of parts and fuel.
- \$58,761 increase in Other Charges reflecting the reallocation of all technical services associated costs from Meter Reading.
- \$1,500 decrease in Rental & Leases reflecting negotiations in renewal of copier contract.

All major items requested are proposed by the City Manager for funding.

The Proposed FY 2006 Water Fund – Administration budget was adopted by City Council with the following changes:

- ♦ \$810 increase in fleet service charges due to rising fuel costs.

**Water Fund – Administration Performance Measures****Goal 1:**

Provide administration and guidance of the Utilities Division, including; the preparation of the annual rate study, the CSO program, and oversight of the operating areas, providing excellent water and wastewater services at the lowest possible cost while maintaining a high level of customer satisfaction.

Objective:

Maintain a high level of overall customer satisfaction while minimizing the water and sewer rates to the maximum extent practical and continuation of the CSO Program.

Performance Measure:	Projected FY 2005	Target FY 2006
Overall customer satisfaction water (% reporting overall satisfaction) per the National Citizen Survey; 67 = good.	56	67
Overall customer satisfaction sewer (% reporting overall satisfaction) per the National Citizen Survey; 67 = good.	56	67
Combined Sewer overflow points eliminated (as of December 1, 2004 36 remain)	2	2

Goal 2:

Provide technical support to the operating areas.

Objective:

Develop and manage the water and sewer Capital Improvement Program, update and maintain the water and sewer GIS data, protect the water system from possible contamination.

Performance Measure:	Projected FY 2005	Target FY 2006
Percent of planned CIP projects started during the year (excluding general CIP categories).	100%	100%
Percent of water and sewer line attributes added to digital mapping.	10%	25%
Percent of high and moderate risk customers in compliance with the backflow program.	60%	95%



Public Works Utilities Division Water Fund – Meter Reading. Meter Readers record water meter readings for over 20,000 accounts, which serve as the basis for monthly water and sewer billings. Personnel replace meters on a schedule intended to assure accurate recording of consumption. Two inch and larger meters are replaced or calibrated on a regular basis as recommended by the American Water Works Association. Residential meters are replaced as needed but not less than every 12 years. At the direction of the Billing & Collections Division, Meters Readers investigate unusual consumption, activate or deactivate water service, and investigate customer complaints for meter reading issues. Meter inventory records are maintained. Route and sequence numbers are assigned to new accounts and other file maintenance is performed.

	Actual FY 2004	Adopted FY 2005	Department Requested FY 2006	Manager's Proposed FY 2006	Adopted FY 2006
POSITION SUMMARY					
Total FTE Positions	10	11	8	8	8
BUDGET SUMMARY					
<i>Salaries</i>	\$264,684	\$303,834	\$213,094	\$213,094	\$213,094
<i>Employee Benefits</i>	92,003	112,924	85,366	85,366	85,366
Supplies & materials	123,653	70,350	67,105	67,105	67,105
Gasoline/fuel	8,206	8,239	9,616	9,616	12,766
Internal service charges	14,745	14,757	14,788	14,788	14,788
Rentals & leases	104	100	100	100	100
Communication charges	2,741	2,300	1,660	1,660	1,660
Contractual services	37,088	35,666	33,166	33,166	33,166
Training & meetings	6,257	6,200	3,000	3,000	3,000
Miscellaneous	631	550	390	390	390
TOTAL	\$550,112	\$554,920	\$428,285	\$428,285	\$431,435



Water Fund – Meter Reading Budget Description

The Department Requested FY 2006 Public Works Utilities Water Fund – Meter Reading budget of \$428,285 represents a 22.8% decrease of \$126,635 as compared to the Adopted FY 2005 budget of \$554,920.

Significant changes introduced in the Department Requested FY 2006 budget include:

- \$116,670 net decrease in Salaries and Benefits to reflect moving three Technical Services positions to Administration as well as FY 2005 compensation adjustments and changes in insurance premiums.
- \$2,500 decrease in Contractual Services reflecting the decrease in the use of annual contractors for installation and repairs.
- \$1,408 increase in Internal Services charges reflecting rising cost of parts and fuel.
- \$7,245 decrease in Other Charges reflecting the re-appropriation of technical service related costs to administration.

All major items requested are proposed by the City Manager for funding.

The Proposed FY 2006 Water Fund – Meter Reading budget was adopted by City Council with the following changes:

- ♦ \$3,150 increase in fleet service charges due to rising fuel costs.

***Water Fund – Meter Reading Performance Measures*****Goal 1:**

Provide prompt and accurate meter reading of all accounts on a monthly basis.

Objective:

Read 100 percent of meters accurately on a monthly basis, minimizing the estimated routes.

Performance Measure:	Projected FY 2005	Target FY 2006
Average Percent of meters read on a monthly basis	99.2%	99.5%
Number of investigations	300	250
Average cost per meter read	\$1.75	\$1.70

Goal 2:

Equitably and accurately bill water and sewer services by having an effective meter replacement program.

Objective:

Replace meters within established guidelines in order to maintain billing accuracy.

Performance Measure:	Projected FY 2005	Target FY 2006
Number of meters < 1" replaced	1,000	1,200
Number of meters 1" – 2" replaced	130	150
Number of meters equal to or greater than 3" replaced	5	10



Public Works Utilities Division Water Line Maintenance. Provides installation, maintenance, and repair of water lines, water services, hydrants, and valves. Responds to customer complaints, investigates, and initiates remedial action. Maintains records on the date of repairs, the length of service and the types of materials and equipment used. The water distribution system continually delivers treated water, under pressure, to customers. Services are federally mandated by the Safe Drinking Water Act. Oversight is provided by the Virginia Department of Health.

	Actual FY 2004	Adopted FY 2005	Department Requested FY 2006	Manager's Proposed FY 2006	Adopted FY 2006
POSITION SUMMARY					
Total FTE Positions	16	16	16	16	16
BUDGET SUMMARY					
<i>Salaries</i>	\$470,516	\$519,039	\$520,941	\$520,941	\$520,941
<i>Employee Benefits</i>	148,538	176,786	183,467	183,467	183,467
Supplies & materials	228,307	301,600	245,000	245,000	245,000
Gasoline / fuel	13,321	16,090	18,744	18,744	24,819
Internal service charges	37,208	50,164	54,006	54,006	54,006
Rentals & leases	1,768	2,000	2,000	2,000	2,000
Communication charges	1,959	2,800	2,300	2,300	2,300
Utilities	0	0	0	0	0
Buildings & grounds	147	300	200	200	200
Contractual services	116,972	116,821	122,000	122,000	122,000
Training & meetings	3,188	5,000	5,000	5,000	5,000
Miscellaneous	57	300	300	300	300
TOTAL	\$1,021,982	\$1,190,900	\$1,153,958	\$1,153,958	\$1,160,033

**Water Fund – Water Line Maintenance Budget Description**

The Department Requested FY 2006 Public Works Utilities Water Fund – Water Line Maintenance budget of \$1,153,958 represents a 3.1% decrease of \$36,942 as compared to the Adopted FY 2005 budget of \$1,190,900.

Significant changes introduced in the Department Requested FY 2006 budget include:

- \$12,067 increase in Salaries and Benefits reflecting the Public Works Associate salary base realignment, FY 2005 overall compensation adjustments and increases in insurance premiums.
- \$5,179 increase in Contractual Services reflecting net increase based on historical costs.
- \$6,496 increase in Internal Services charges reflecting rising cost of parts and fuel.
- \$57,200 decrease in Other Charges reflecting net decrease based on historical costs.

All major items requested are proposed by the City Manager for funding.

The Proposed FY 2006 Water Fund – Water Line Maintenance budget was adopted by City Council with the following change:

- ♦ \$6,075 increase in fleet service charges due to rising fuel costs.

Water Fund – Water Line Maintenance Performance Measures**Goal 1:**

Deliver water on an uninterrupted basis while maintaining a high level of customer satisfaction.

Objective:

Maintain and operate the water system such that customer complaints and service disruptions are minimized.

Performance Measure:	Projected FY 2005	Target FY 2006
Linear feet of small main replaced	2,500	5,000
Number of high/low pressure complaints	60	55
Percent of main breaks repaired within 8 hours	95%	100%
Percent of lost and unaccounted for water	13%	12%

Goal 2:

Adequately operate and maintain the water system.

Objective:

Perform all necessary repairs, replacement, and preventative maintenance for the entire water distribution system.

Performance Measure:	Projected FY 2005	Target FY 2006
Number of services renewed and repaired	350	400
Number of hydrants maintained	1,200	1,300
Number of valves installed or replaced	55	70



Public Works Utilities Division Water Treatment. Raw water from Pedlar Reservoir in Amherst County is delivered through a 22-mile gravity pipeline to Lynchburg. Two raw water pumping stations are located on the James River to augment the Pedlar supply as required. Chemicals are added at Pedlar Reservoir and at the Abert and College Hill Filtration Plants where treatment is completed. Water is continuously examined for quality assurance during processing. In addition, periodic sampling is performed at selected points in the water distribution system to assure delivery of safe and potable water. Water is provided without interruption and with sufficient volume and pressure for consumption and for fire suppression throughout the City. The water quality is federally mandated by the Safe Drinking Water Act. Oversight is provided by the Virginia Department of Health.

	Actual FY 2004	Adopted FY 2005	Department Requested FY 2006	Manager's Proposed FY 2006	Adopted FY 2006
POSITION SUMMARY					
Total FTE Positions	22	22	25	25	25
BUDGET SUMMARY					
<i>Salaries</i>	\$712,879	\$820,189	\$843,049	\$843,049	\$843,049
<i>Employee Benefits</i>	231,881	286,077	311,625	311,625	311,625
Supplies & materials	92,124	101,900	107,000	107,000	107,000
Chemicals	117,250	275,200	235,000	235,000	235,000
Gasoline / fuel	3,658	3,966	4,496	4,496	5,936
Internal service charges	9,975	8,799	8,866	8,866	8,866
Rentals & leases	1,857	6,200	5,500	5,500	5,500
Communication charges	14,228	20,200	16,000	16,000	16,000
Utilities	341,990	394,800	380,000	380,000	380,000
Buildings & grounds	5,850	11,000	8,500	8,500	8,500
Contractual services	266,290	213,348	207,000	188,000	188,000
Training & meetings	3,713	9,000	10,000	10,000	10,000
Misc., including. Operations fee	40,845	42,900	44,500	44,500	44,500
TOTAL	\$1,842,538	\$2,193,579	\$2,181,536	\$2,162,536	\$2,163,976

**Water Fund – Water Treatment Plant Budget Description**

The Department Requested FY 2006 Public Works Utilities Water Fund – Water Treatment Plant budget of \$2,181,536 represents a 0.6% decrease of \$12,043 as compared to the Adopted FY 2005 budget of \$2,193,579.

Significant changes introduced in the Department Requested FY 2006 budget include:

- \$54,824 increase in Salaries and Benefits reflecting FY 2005 compensation adjustments and increases in insurance premiums.
- \$10,985 decrease in Contractual Services reflecting the decrease in the use of annual contractors for installation and repairs.
- \$697 increase in Internal Services charges reflecting rising cost of parts and fuel.
- \$54,100 decrease in Other Charges reflecting primarily the reduction in anticipated chemical and electricity usage.
- \$700 decrease in Rental & Leases reflecting negotiations in renewal of copier contracts.

All major items requested are proposed by the City Manager for funding.

The Proposed FY 2006 Water Fund – Water Treatment Plant budget was adopted by City Council with the following changes:

- ♦ \$1,440 increase in fleet service charges due to rising fuel costs.

Water Fund – Water Line Maintenance Performance Measures**Goal 1:**

Maintain a high level of customer satisfaction with the quality and quantity of water produced.

Objective:

Produce safe, high quality water on an uninterrupted basis in sufficient volume and pressure for consumption and fire protection throughout the Lynchburg water system.

Performance Measure:	Projected FY 2005	Target FY 2006
Number of water quality complaints (discoloration, taste, odor, etc.)	20	15
Average daily water produced (million gallons per day)	10.7	10.8
Percent of water quality tests meeting standards	100%	100%

Goal 2:

Operate the Water Treatment Plants in a cost effective and efficient manner.

Objective:

Operate the water treatment plants and pump stations as efficiently as possible.

Performance Measure:	Projected FY 2005	Target FY 2006
Percent Pedlar Reservoir water treated as it relates to the total water treated	95%	95%
Chemical cost per million gallons treated	\$50	\$59
Overall water treatment cost per million gallons treated	\$557	\$555